# Message Text

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ORIGIN IO-10

INFO OCT-01 CIAE-00 CU-04 INR-07 NSAE-00 RSC-01 USIA-15

AF-10 ARA-10 EA-10 EUR-12 NEA-10 ISO-00 L-02 AGR-10

AID-05 EB-06 COME-00 TRSE-00 SWF-01 OMB-01 ABF-01

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DRAFTED BY IO/UN/BAPS:CPJUNK:L

APPROVED BY IO - WILLIAM B. BUFFUM

EUR - JROUSE

EA - LMCNUTT

NEA - RSEARING

ARA - GMONSMA

L/UNA - MMATHESON (LAST SENTENCE

AF - JWALKER

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TO ALL DIPLOMATIC POSTS PRIORITY

INFO AMEMBASSY VALLETTA PRIORITY

AMEMBASSY NOUAKCHOTT

AMEMBASSY PORT LOUIS

AMEMBASSY WARSAW

AMEMBASSY BUCHAREST

AMEMBASSY KIGALI

AMEMBASSY JIDDA

AMEMBASSY FREETOWN

AMEMBASSY MOGADISCIO

AMEMBASSY PRETORIA

AMEMBASSY MBABANE

AMEMBASSY MOSCOW AMEMBASSY LUSAKA

AMCONSUL MONTREAL

USMISSION USUN NEW YORK

USMISSION IAEA VIENNA

USMISSION GENEVA

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AMEMBASSY DAMASCUS

AMEMBASSY LUXEMBOURG

AMEMBASSY ASUNCION

AMEMBASSY NASSAU

AMEMBASSY LA PAZ

AMEMBASSY GABORONE

AMEMBASSY SOFIA

AMEMBASSY RANGOON

AMEMIDASS I KANGOON

AMEMBASSY BUJUMBURA

USLO PEKING

AMEMBASSY NICOSIA

AMEMBASSY PRAGUE

AMEMBASSY SAN SALVADOR

AMEMBASSY SUVA

AMEMBASSY BANJUL

AMEMBASSY BERLIN

AMEMBASSY CONAKRY

AMEMBASSY PORT AU PRINCE

AMEMBASSY BUDAPEST

USINT BAGHDAD

AMEMBASSY KINGSTON

AMEMBASSY PHNOM PENH

AMEMBASSY VIENTIANE

AMEMBASSY MASERU

AMEMBASSY TRIPOLI

AMEMBASSY BLANTYRE

XMT AMEMBASSY SEOUL

AMEMBASSY SAIGON

AMEMBASSY TAIPEI

USMISSION EC BRUSSELS

USMISSION NATO

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NESCO, FODAG COLOMBO ALSO INFO FOR MALE

KUWAIT ALSO PASS DOHA ACTION YAOUNDE ALSO PASS MALABO FOR INFO

.O. 11652: N/A

TAGS: AORG, APER, UN

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SUBJECT: U.S. OPPOSES UN PAY INCREASE

MONTREAL FOR ICAO INFO ROME FOR FODAG

INFO VIENNA FOR UNIDO ALSO

INFO PARIS FOR NESCO

SUMMARY: THE UN GENERAL ASSEMBLY WILL BEGIN CONSIDERING A SALARY INCREASE PACKAGE IN ABOUT TWO WEEKS. THIS PROPOSED PACKAGE INCREASE ADDS UP TO MORE THAN 7 PERCENT, AND IS ADDITIONAL TO COMPENSATION FOR COST-OF-LIVING INCREASES WHICH ARE ROUTINELY AND REGULARLY RECEIVED BY UN EMPLOYEES THROUGH THE POST ADJUSTMENT MECHANISM. U.S. WILL OPPOSE

INCREASE AS UNFAIR IN VIEW OF THIS COST-OF-LIVING COMPENSATION, AS UNWISE IN VIEW OF UN'S PARLOUS FINANCIAL SITUATION, AND AS UNJUSTIFIED IN VIEW OF ADDITIONAL DOLS 12 MILLION ANNUALLY ITS ADOPTION WOULD ADD TO UN SYSTEM BUDGETS WITHOUT CONTRIBUTING TO UN PROGRAMS. WE BELIEVE ALL OTHER GOVERNMENTS WHO CAREFULLY STUDY PROBLEM WILL AGREE. WE URGE THAT THIS AGREEMENT BE EXPRESSED IN SPECIFIC INSTRUCTIONS TO DELEGATIONS TO OPPOSE INCREASE, OTHERWISE SECRETARIAT PRESSURES ON DELEGATES ARE LIKELY TO PREVAIL. END SUMMARY

- 1. THE INTERNATIONAL CIVIL SERVICE ADVISORY BOARD (ICSAB) HAS RECOMMENDED A 6 PERCENT SALARY INCREASE FOR THE UN PROFESSIONAL STAFF, AND HIGHER CATEGORIES, EFFECTIVE JANUARY 1, 1975. THIS INCREASE COVERS UN STAFF ABOVE THE CLERICAL SUPPORT LEVEL UP TO AND INCLUDING UNDERSECRETARY-GENERAL. IN SUPPORTING THIS RECOMMENDED SALARY INCREASE, SECRETARY-GENERAL WALDHEIM HAS ADDED OTHER ELEMENTS TO THE PACKAGE WHICH RESULT IN TOTAL PROPOSED INCREASE OF MORE THAN 7 PERCENT.
- 2. WE BELIEVE FOREGOING INCREASE IS NOT IN INTEREST OF UN MEMBER GOVERNMENTS, ESPECIALLY BECAUSE:
- A. UN SYSTEM REMUNERATION IS ALREADY TOO HIGH BY ANY REASONABLE STANDARD (UN SALARIES PRESENTLY EXCEED U.S. CIVIL SERVICE SALARY LEVELS BY 18 TO 41 PERCENT);

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- B. UN EMPLOYEES ARE ALREADY COMPENSATED FOR COST-OF-LIVING INCREASES THROUGH THE POST ADJUSTMENT SYSTEM;
- C. LACK OF UN FINANCIAL RESERVES WOULD ARGUE STRONGLY FOR PRUDENCE, NOT EXTRAVAGANCE.
- 3. THE UN PAY SYSTEM HAS BEEN TRADITIONALLY BASED ON THE SALARY SYSTEM OF THE HIGHEST PAID NATIONAL CIVIL SERVICE IN ORDER TO FACILITATE RECRUITMENT FROM ALL MEMBER STATES (NOBELMAIRE PRINCIPLE). AT PRESENT THE UN SCALE IS BASED UPON THE SALARY SYSTEM OF THE U.S. CIVIL SERVICE. IN 1972. THE UN SPECIAL SALARY REVIEW COMMITTEE AND ICSAB CONCLUDED THAT, TAKING ACCOUNT OF THE EXPATRIATE STATUS OF EMPLOYEES, UN REMUNERATION WOULD BE REASONABLE IF IT EXCEEDED COMPARABLE U.S. RATES BY NOT MORE THAN FIFTEEN PERCENT. EVEN AFTER U.S. CIVIL SERVICE INCREASES THIS OCTOBER, UN NEW YORK RATES NOW EXCEED US RATES BY 18 TO 41 PERCENT. THE RECOMMENDED SALARY INCREASE WOULD RESULT IN UN RATES EXCEEDING COMPARABLE U.S. RATES BY 26 TO 51 PERCENT. BASED ON COST-OF-LIVING TRENDS, A FURTHER POST ADJUSTMENT INCREASE IS EXPECTED FOR UN EMPLOYEES IN NEW YORK BEFORE JANUARY, 1975, AND THIS WILL CAUSE UN RATES

TO EXCEED U.S. RATES BY 31 TO 56 PERCENT. (COMPARISONS ARE AT THE SIX GRADE LEVELS THE UN TRADITIONALLY HAS USED FOR COMPARING UN SALARIES NET OF TAXES PLUS POST ADJUST-MENT--WHICH ALLOWS FOR COST OF LIVING--PLUS SPOUSE ALLOWANCE, WITH CURRENT U.S. CIVIL SERVICE SALARIES NET OF TAXES.)

4. ICSAB HAS ATTEMPTED TO EXPLAIN ITS RECOMMENDATION FOR A 6 PERCENT INCREASE ON ALLEGED FALL SINCE 1971 IN THE REAL INCOME OF UN STAFF MEMBERS AS WELL AS AN IMPROVEMENT IN THE REAL INCOME OF NATIONAL CIVIL SERVANTS IN 7 UN SYSTEM HEADQUARTERS CITIES. THESE ARGUMENTS DO NOT SUPPORT A PAY INCREASE BECAUSE:

A. THE 1971 UN RATES WERE SET AT AN UNJUSTIFIABLY HIGH LEVEL IN THAT AN 8 PERCENT SALARY INCREASE WAS ADDED TO REMUNERATION IN NEW YORK THAT ALREADY EXCEEDED US CIVIL SERVICE PAY BY 10 TO 26 PERCENT, CAUSING THE NEW UN RATES TO EXCEED THE US BY 27 TO 44 PERCENT. UNCLASSIFIED

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- B. SUBSEQUENT TO 1971, UN REMUNERATION HAS KEPT PACE WITH INFLATION AND OTHER COST-OF-LIVING INCREASES BY MEANS OF THE POST ADJUSTMENT SYSTEM, WHEREBY THE STAFF IS AUTOMATICALLY COMPENSATED FOR EACH FIVE INDEX POINTS THE COST OF LIVING RISES IN THEIR CITIES OF RESIDENCE.
- C. ALTHOUGH THERE HAS BEEN A RISE IN REAL INCOME OF NATIONAL CIVIL SERVICES IN UN HEADQUARTER CITIES, THIS FACT IS IRRELEVANT BECAUSE THESE SERVICES ARE NOT THE BASE FOR THE UN SYSTEM. THEY ARE NOT USED AS A BASE FOR THE UN BECAUSE THEIR LEVEL IS TOO LOW. IN FACT, NATIONAL CIVIL SERVICE SALARIES OTHER THAN US SALARIES WERE FOUND BY THE SPECIAL SALARY REVIEW COMMITTEE IN 1972 TO BE HALF OR LESS OF THE PAY LEVELS OF THE UNITED NATIONS. IF THE UNITED NATIONS WERE TO BASE ITS SALARIES ON THE CIVIL SERVICES CITED IN ICSAB'S PRESENTATION, A UN SALARY DECREASE, NOT AN INCREASE, WOULD BE NECESSARY.
- 5. AN ARGUMENT PUT FORTH BY UN PROFESSIONAL STAFF IS THAT THEY ARE DIPLOMATS, OR SHOULD BE CONSIDERED AS SUCH, AND THUS ARE DUE HIGHER WAGES. THIS CONTENTION MAY HAVE SOME VALIDITY FOR THE "HIGHER CATEGORIES", THE ASSISTANT AND UNDER SECRETARIES GENERAL, BUT IS INVALID FOR "PROFESSIONAL STAFF." AS INTERNATIONAL CIVIL SERVANTS, THE UN'S PROFESSIONAL STAFF MEMBERS ARE ADMITTEDLY UNIQUE; HOWEVER, THEY ARE NOT DIPLOMATS AND CANNOT LEGITIMATELY BE COMPARED FOR SALARY PURPOSES WITH DIPLOMATIC PERSONNEL FOR THE FOLLOWING REASONS:
- A. THE MAJORITY OF UN PROFESSIONALS SERVE ONLY AT ONE

DUTY STATION THROUGHOUT THEIR ENTIRE CAREER, AND OVER 10 PERCENT SERVE IN THEIR HOME COUNTRY.

- B. THEIR REPRESENTATIONAL RESPONSIBILITIES ARE NOT COMPARABLE AND ARE IN THE MAIN NON-EXISTENT.
- C. THEY ARE FORBIDDEN TO SEEK OR RECEIVE INSTRUCTIONS FROM THEIR OWN OR ANY OTHER GOVERNMENT (ARTICLE 100 OF UN CHARTER).
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- D. THE UN AND THE LEAGUE OF NATIONS BEFORE IT HAS ACCEPTED THE PRINCIPLE THAT SALARIES OF THEIR PROFESSIONAL EMPLOYEES SHOULD BE BASED ON THE HIGHEST PAYING NATIONAL CIVIL SERVICE.
- E. THE FEATURE THAT UN PROFESSIONAL STAFF ARE INTERNATIONALLY RECRUITED IS COMPENSATED FOR BY ESTABLISHING UN REMUNERATION 15 PERCENT HIGHER THAN US CIVIL SERVICE SALARIES.
- 6. ACCORDING TO THE SECRETARY-GENERAL, THE NET ADDITIONAL COST TO THE UNITED NATIONS OF THE PROJECTED SALARY INCREASE WILL EXCEED DOLS 6.5 MILLION FOR THE FIRST YEAR. THE UN'S ADVISORY COMMITTEE ON COORDINATION (ACC) HAS ESTIMATED THAT THE ANNUAL COST FOR ALL UN ORGANIZATIONS (UNESCO, WHO, FAO, ICAO, IAEA, ETC.) WILL BE IN EXCESS OF DOLS 12 MILLION. WE BELIEVE THAT MOST MEMBERS WILL FIND IT UNCONSCIONABLE FOR THE UNITED NATIONS TO INCUR AN EXPENDITURE OF THIS MAGNITUDE WHICH CONTRAVENES BOTH THE UN'S ACCEPTED SALARY GUIDELINES AND THE NEED FOR ECONOMIC UTILIZATION OF RESOURCES IN THE LIGHT OF THE UN'S SERIOUS FINANCIAL SITUATION. THESE UNNECESSARY BURDENS ON THE MEMBERSHIP WOULD BE AVOIDED IF A UN SALARY INCREASE WERE DEFERRED UNTIL UN SALARIES NO LONGER EXCEEDED US SALARIES BY MORE THAN 15 PERCENT, AS WAS ADVOCATED BY THE UN'S SALARY REVIEW COMMITTEE.
- 7. WE RECALL THAT DURING THE SALARY REVIEW DEBATE OF 1971 IN THE UN GENERAL ASSEMBLY, THERE WAS A CERTAIN LACK OF CONCERN ABOUT UN SALARY LEVELS ON PART OF MANY DELEGATIONS. MOST DELEGATIONS HAD THEN, AND PRESUMABLY HAVE NOW, VERY GENERAL INSTRUCTIONS WHICH PERMIT THEM TO SUPPORT SALARY INCREASES UNLESS THEY ARE SPECIFICALLY INSTRUCTED TO THE CONTRARY BY THEIR CAPITALS. THEY WILL BE UNDER HEAVY PRESSURE FROM SECRETARIAT OFFICIALS TO VOTE FOR THE RECOMMENDED INCREASE. WE BELIEVE IT IMPORTANT TO ALL UN MEMBERS THAT THERE IS FULL UNDERSTANDING OF THE SITUATION IN CAPITALS AND WE ARE CONVINCED THAT SUCH UNDERSTANDING WILL ASSURE THE SUPPORT OF MANY OTHER MEMBER STATES IN OPPOSING A SALARY INCREASE. ACCORDINGLY, WE BELIEVE THERE UNCLASSIFIED

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IS REAL CHANCE OF BLOCKING INCREASE SO THAT UN RESOURCES CAN BE USED FOR MORE JUSTIFIABLE PURPOSES. ONLY ONE-THIRD PLUS ONE OF MEMBERSHIP PRESENT AND VOTING WOULD BE REQUIRED TO DEFEAT IN UN GENERAL ASSEMBLY BUDGETARY ALLOCATION FOR INCREASE (ARTICLE 18 OF UN CHARTER).

- 8. UNLESS THERE ARE OVER-RIDING OBJECTIONS, POSTS ARE THEREFORE REQUESTED TO DISCUSS THIS SUBJECT WITH HOST GOVERNMENT AT HIGHEST EFFECTIVE LEVEL, DRAWING ON THE INFORMATION CONTAINED HEREIN, WITH THE INTENT OF OBTAIN-ING (A) HOST GOVERNMENT'S SUPPORT ON THIS ISSUE AND (B) ITS TRANSMITTAL OF INSTRUCTIONS TO ITS DELEGATION TO OPPOSE THE PAY INCREASE. WE BELIEVE IF TREASURY OFFICIALS OF HOST GOVERNMENT ARE INCLUDED IN DISCUSSION, SUPPORT FOR OUR ANALYSIS WILL BE MORE LIKELY. (YOU MIGHT WISH TO ASK HOST GOVERNMENT OFFICIALS IF THEY HAVE COMPARED THEIR CIVIL SERVICE SALARY RATES WITH THOSE OF THE UN. IN NEW YORK, UN REMUNERATION BEFORE TAXES CURRENTLY RUNS FROM DOLS 14.036 TO DOLS 63.758. WITH THE INCREASE THEY WILL BE DOLS 15,434 TO DOLS 71,652. WITH AN ADDITIONAL STEP OF POST ADJUSTMENT ADDED BEFORE JANUARY, THEY WILL BE DOLS 15,890 TO DOLS 73,214).
- 9. POSTS WILL HAVE IN MIND APPROACHES ALREADY MADE TO HOST GOVERNMENT ON THIS SUBJECT, PURSUANT TO STATE 184584.
- 10. IN DEVELOPING COUNTRIES IT MAY BE PARTICULARLY USEFUL TO STRESS FOLLOWING POINTS:
- A. THE COST OF THE SALARY INCREASE WILL ADD TO THEIR ASSESSMENTS FOR UN ORGANIZATIONS, WITHOUT BENEFITING PROGRAM ACTIVITIES.
- B. BENEFICIARIES OF THIS SALARY INCREASE WOULD COME PRIMARILY FROM THE COUNTRIES WITH THE MOST NATIONALS WORKING FOR UN ORGANIZATIONS, I.E., U.S., U.K., U.S.S.R., FRANCE, CANADA, ITALY, ETC.
- 11. POSTS MAY WISH TO POINT OUT ADVISABILITY OF APPLYING UNCLASSIFIED

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SAME PRUDENT STANDARDS TO EXPENDITURES OF INTERNATIONAL ORGANIZATIONS AS ARE APPLIED BY NATIONAL REGIMES TO THEIR OWN BUDGETARY EXPENDITURES.

12. AN AIDE MEMOIRE IN ENGLISH, PARA 14 OF THIS TELEGRAM, IS FOR USE AT DISCRETION OF POST. TRANSLATIONS IN SPANISH AND FRENCH WILL FOLLOW IN SEPTEL.

13. IT WILL BE APPRECIATED IF YOUR REPORT ON THIS MATTER IS SUBMITTED TELEGRAPHICALLY AS SOON AS POSSIBLE (INFO USUN). THE UN'S FIFTH COMMITTEE DISCUSSION ON SALARY INCREASE IS CURRENTLY SCHEDULED TO BEGIN IN TWO WEEKS BUT THE SCHEDULE IS FLEXIBLE AND THE DISCUSSION COULD BE EITHER DELAYED OR ADVANCED.

#### 14. AIDE MEMOIRE:

A. BEFORE THE CURRENT UNITED NATIONS GENERAL ASSEMBLY IS A PROPOSAL FOR A 6 PERCENT SALARY INCREASE FOR PROFESSIONAL AND HIGHER CATEGORY EMPLOYEES IN THE UN COMMON SYSTEM, EFFECTIVE JANUARY 1, L975. OTHER ELEMENTS IN THIS PROPOSAL RESULT IN THE PROPOSED SALARY INCREASE ACTUALLY BEING MORE THAN 7 PERCENT OVER PRESENT LEVELS.

- B. AN ESTABLISHED PRINCIPLE IS THAT UN SALARIES SHOULD NOT EXCEED BY MORE THAN 15 PERCENT SALARIES OF THE HIGHEST PAYING NATIONAL CIVIL SERVICE. PRESENTLY, UN SALARIES EXCEED US CIVIL SERVICE SALARIES BY A RANGE OF FROM 18 TO 41 PERCENT, AT THE GRADE LEVELS AND CITY (NEW YORK) THE UNITED NATIONS USES FOR THIS COMPARATIVE PURPOSE. THE RECOMMENDED SALARY INCREASE WOULD RESULT IN UN RATES EXCEEDING US RATES BY 26 TO 51 PERCENT. WITH THE ADDITION OF AN EXPECTED COST-OF-LIVING ADJUSTMENT, UN SALARIES WOULD ACTUALLY EXCEED US RATES BY 31 TO 56 PERCENT ON JANUARY 1, 1975, THE EFFECTIVE DATE OF THE PROPOSAL.
- C. THE SECRETARY-GENERAL HAS STATED THAT FOR THE UNITED NATIONS ALONE THE SALARY INCREASE WILL RESULT IN AN ADDITIONAL COST OF OVER 6.5 MILLION DOLS FOR THE FIRST YEAR. IT IS ESTIMATED THAT THE ANNUAL COST FOR ALL UN UNCLASSIFIED

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ORGANIZATIONS WILL EXCEED 12 MILLION DOLLARS. THESE INCREASED COSTS WILL BE ASSESSED UPON ALL MEMBERS.

- D. THE RECOMMENDATION FOR A SALARY INCREASE IS BASED ON THE COMBINED EFFECT OF ALLEGED LOSSES SINCE JANUARY 1971 IN THE REAL INCOME OF STAFF MEMBERS AND THE AVERAGE IMPROVEMENT IN THE REAL INCOME OF THE NATIONAL CIVIL SERVICES OF 7 UN HEADQUARTER CITIES. THESE ARGUMENTS ARE NOT A VALID BASIS FOR A PAY INCREASE BECAUSE:
- 1. THE 1971 BASE RATES WERE SET AT AN UNJUSTIFIABLY HIGH LEVEL.
- 2. UN REMUNERATION HAS CONTINUALLY KEPT PACE WITH INFLATION BY MEANS OF THE POST ADJUSTMENT SYSTEM, WHERE-BY EMPLOYEES ARE AUTOMATICALLY COMPENSATED FOR EACH FIVE

INDEX POINTS THE COST OF LIVING RISES IN THEIR CITIES OF RESIDENCE.

- 3. THE SALARIES OF CIVIL SERVICES IN HEADQUARTER CITIES OTHER THAN NEW YORK ARE HALF OR LESS OF THE PAY RATES OF THE UNITED NATIONS. IF THE UN WERE TO BASE ITS SALARIES ON THESE CIVIL SERVICES, A SALARY DECREASE, NOT AN INCREASE, WOULD BE NECESSARY.
- E. THE UNITED STATES BELIEVES IT IS IN THE INTEREST OF ALL UN MEMBERS TO OPPOSE THE PROPOSED SALARY INCREASE ON THE FOLLOWING GROUNDS:
- 1. UN SYSTEM REMUNERATION IS PRESENTLY TOO HIGH BY ANY REASONABLE STANDARD.
- 2. THE INCREASE IS NOT JUSTIFIED BECAUSE THE INCREASE IN THE COST OF LIVING HAS ALREADY BEEN PAID UN EMPLOYEES THROUGH THE POST ADJUSTMENT.
- 3. IT IS FISCALLY UNWISE TO VOTE AN EXPENDITURE OF SUCH MAGNITUDE WHICH ADDS ONLY TO THE COSTS OF UN PROGRAMS AND WHICH IS INCOMPATIBLE WITH THE UN'S SERIOUS FINANCIAL SITUATION.

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F. THE UNITED STATES BELIEVES THAT UN MEMBERS WILL WISH TO INSTRUCT THEIR DELEGATIONS IN NEW YORK TO OPPOSE THE UN SALARY INCREASE BOTH IN THE UN'S ADMINISTRATIVE AND BUDGETARY COMMITTEE AND IN THE UN GENERAL ASSEMBLY WHERE A TWO-THIRDS MAJORITY WILL BE NECESSARY FOR ADOPTION.

15. FOR INFO POSTS: DEPENDING ON DEVELOPMENTS, WE MAY FIND IT DESIRABLE TO COME BACK TO YOU FOR ACTION AT A LATER DATE. KISSINGER

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Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
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Subject: U.S. OPPOSES UN PAY INCREASE TAGS: AORG, APER, UN, UNCLASSIFIED, UNCLASSIFIED To: ALL DIPLOMATIC POSTS INFO VALLETTA

NOUAKCHOTT **PORT LOUIS** WARSAW BUCHAREST **KIGALI** JIDDA

FREETOWN MOGADISCIO PRETORIA MBABANE MBABANE
MOSCOW
LUSAKA
MONTREAL
USUN N Y
IAEA VIENNA
GENEVA
DAMASCUS
LUXEMBOURG
ASUNCION
NASSAU
LA PAZ
GABORONE
SOFIA
RANGOON
BUJUMBURA
PEKING PEKING NICOSIA PRAGUE SAN SALVADOR SUVA BANJUL BARJUL
BARJUN
CONAKRY
PORT AU PRINCE
BUDAPEST
BAGHDAD
KINGSTON
PHNOM PENH
VIENTIANE
MASERU
TRIPOLI
BLANTYRE
XMT SEOUL
SAIGON
TAIPEI
EC BRUSSELS
NATO
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